

Flexible Work Options Pilot Program

Supervisor Training

February 2003

- **Overview of Materials**
 - Communications Timeline (orange)
 - FWO At a Glance (white/color)
 - Work Unit Plan Guidance and Template (goldenrod)
 - Policies (green)
 - Employee Considerations and Participation Form (canary)
 - Tracking At a Glance (white/color)
 - Fact Sheet for Managers and Supervisors – Represented Employees (blue)
- **Objectives of Flexible Work Options**
- **Overview of Flexible Work Options**
- **Management Considerations**
- **Employee Eligibility**
- **Implementation Considerations**
- **At the work group level**
- **Practical Steps for Implementation and Timeline**
- **Reporting Time in LETS**

Objectives of Flexible Work Options



- **To support LBNL as the best place to do science and as a great place to work**
- **To help employees balance their work, family and personal obligations**
- **To increase employee productivity and satisfaction**
- **To assist in recruiting and retention**
- **To be responsive to employee requests**

Overview of Flexible Work Options Offered



Existing

- **Standard Work Week**

5 days, 8 hours per day (M-F), 40 hours per week (with or without flex time)

- **Temporary Schedule Changes**

Temporary schedule changes to accommodate unusual needs

- **Telecommuting**

Intermittent or regular

Overview of Flexible Work Options Offered



Pilot Program

- **Variable 5/40 Work Week**

5 days, more or less than 8 hours per day (M-F), 40 hours per week

- **4/10 Work Schedule**

4 days, 10 hours per day, 40 hrs per week

- **9/80 Work Schedule**

80 hours over 2 weeks: 9 hours per day for four days out of every week, 8 hours on the fifth day of the first week, off the fifth day of the second week (exempt employees can choose their day off; nonexempt nonrepresented employees may only take Friday off).

- **Management chooses**
 - whether to participate
 - which options will be offered
 - which work groups may participate
- **Both work unit and employee must demonstrate that operational needs will be met**
- **Management may change an individual or group's work schedule to meet operational needs**
- **Management may make temporary schedule changes to meet operational needs or to schedule around a holiday or shutdown**
- **Management may choose to cancel participation in the pilot if operational needs are not being met**

- To maintain fairness, management must define a process for decisions before discussing individual preferences
- The selection/nonselection process must be fair, consistent, and defensible
- Decisions by management to deny or revoke an employee's request for flexible work options are not subject to RPM complaint resolution policy

- Eligibility limited to non-represented exempt and nonexempt employees. Refer represented employees with questions to Leslie Cobb (x5032)
- Participation is not mandatory, nor an entitlement
- Employees cannot file a complaint if denied participation or if participation is revoked
- If matrixed, approval of both home and matrixed division or department is required
- Nonexempt employees on a 9/80 schedule must agree to a work week from midday Friday to midday Friday
- A six-month commitment by the employee is required; the only change allowed is back to the standard work week

Work Unit Considerations

- Business Advantages
- Customer Service
- Schedule Considerations
- Employee Participation
- Coverage Requirements
- Training Requirements

Employee Considerations

- Business Considerations
- Customer Considerations
- Schedule Considerations
- Training Requirements
- Personal Considerations

Possible Risks

- Work coverage
- Accessibility to customers
- Scheduling meetings
- Inconsistent treatment of matrixed staff
- Not everyone will be able to participate
- Loss of productivity
- Low morale if program suspended
- Supervisor ability to manage risks

- Review the pilot materials distributed
- Know which option(s) your Division has chosen to offer and understand the underlying policies
- Identify possible benefits of work schedule changes (to the Laboratory, its clients and employees)
- Identify relevant job requirements
- Determine which combination of options offered by your Division maximizes the operational needs, benefits, job requirements, and schedule preferences; be able to explain your decision to the work group
- Using the Work Unit Implementation Plan Guidance, plan the implementation

- **Schedule to meet with your employees to communicate the program**
- **Refer them to participation materials on the Web at <http://www.lbl.gov/Workplace/HumanResources>**
- **Solicit interest (employees fill out forms) and give a deadline for returning forms to you**
- **Validate that employee options and schedules will meet operational and employee needs**
- **Complete work unit Schedule Tracking at a Glance**
- **Seek assistance from your HR Center**
 - **To schedule employee information sessions, if desired**
 - **To answer any questions you may have**

Critical Deadlines-

- **3/7 - Work unit schedule and employee requests due to division management for approval**
- **3/10 - Division Director reviews and obtains HR Center approval**
- **3/14 - HR Center Manager reviews division plans with HR Head**
- **3/14 - HR Center notifies division of plan approval**
- **3/17 – Supervisor communicates decision to employees for a start date of 3/31/03**
- **3/24 - HR trains participating employees on LETS**
- **3/31 – Pilot Program begins**

- **“Exempt” employees are exempt from the overtime provisions of the Fair Labor Standards Act; they are paid by the job, not by the number of hours worked**
- **Exempt employees work a full schedule each week based upon the % time of their appointment. Hours worked in excess of the full schedule are not paid, and hours worked less than the full schedule are not deducted from monthly pay.**
- **Alternative work schedules should not be confused with comp (compensatory) time. Further, comp time is is not allowed at LBNL.**

FLSA Exempt Status (continued)



- Counting hours threatens exempt status and can result in a status change to nonexempt
- If exempt employees are treated as nonexempt, the employer risks being required to pay overtime for hours worked over 40 in a week (including possible back pay and penalties)
- Extraordinary efforts (e.g., working through a weekend) can be acknowledged by a shorter work week at a later point (generally during the same pay period), but not on an hour-for-hour basis

Overtime and Use of Leave

- **Nonexempt employees – Paid in hours & report in hours**
 - Overtime -- Paid after 40 hours in a week, not after 8 hours in a day
 - Vacation and Sick Leave -- Report actual number of hours taken
- **Exempt employees – Paid in days & report in days**
 - Vacation and Sick Leave – In general, report time in half-day increments regardless of the number of hours scheduled
 - For an occasional sick or vacation day on a work day of any length, report one-half or one full day as appropriate
 - For a full calendar week of leave (vacation, sick leave, or combination):
 - 4/10 schedule reports 5 vacation and/or sick days
 - 9/80 schedule reports 5.5 vacation and/or sick days for a work week with 5 work days
 - 9/80 schedule reports 4.5 vacation and/or sick days for a work week with 4 work days
 - Variable 5/40 schedule reports 5 vacation and/or sick days

Questions and Answers

